

2015

Placer Mosquito and Vector Control District Strategic Plan



August 17, 2015

PLACER MOSQUITO AND VECTOR CONTROL DISTRICT 2015 BOARD OF TRUSTEES

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A Message from the President and General Manager

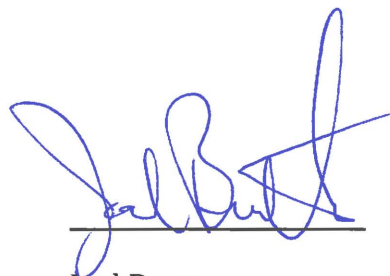
The Placer Mosquito and Vector Control District has been protecting the residents of Placer County since 2001. During that time, there have been many changes and challenges across our region from the introduction of West Nile Virus in California, population growth, to a struggling economy that has reinforced the need for the responsible and efficient use of our public's tax dollars. While the economic outlook has been slowly improving, we have encountered other challenges such as the risk of invasive mosquitoes and pesticide resistance.

Since the last update of the District's strategic plan in 2012, we have implemented innovative technology and practices to improve our service to the community, as well as increase efficiency and efficacy. Our outreach programs have increased the public's awareness of and interaction with the District, and we value and continue to grow our partnerships with other local agencies.

This strategic plan serves two important purposes. First, it is one of the many ways we communicate our on-going commitment to serving the public and ensuring that public funds continue to be used in a responsible and transparent manner. Second it provides direction by which all District programs, projects, and initiatives can be measured. This plan helps the board of trustees, management, and staff to continue to strive for excellence in the governance, administration, and operation of the District to the benefit of the people of Placer County.



Peter Gilbert,
Board President



Joel Buettner,
General Manager

HISTORY

The original Placer Mosquito and Vector Control District (District), then known as the “Placer Mosquito Abatement District” was originally formed in 1996 to provide mosquito abatement services within the original District boundaries. It was not until 1998, however, that the City of Lincoln passed a special tax measure to actually fund mosquito abatement services. In July of 2000, in response to additional community requests for funding mosquito abatement, the Board of Trustees authorized proceedings for a proposed special assessment. At the conclusion of the assessment process which included public hearings and balloting, 72.7% of the weighted ballots returned were in favor of the assessment. The authority granted by the ballot proceedings established a funding mechanism to provide services within the western portion of Placer county starting in July of 2001.

Later, in 2004, the District annexed the area around the community of Sheridan from Sutter-Yuba Mosquito and Vector Control District and with it the property tax allocations attributed to Sheridan to fund mosquito control services.

In 2005, the District increased its service area by completing the annexation of the areas in Placer County that previously did not receive any mosquito abatement or insect/rodent disease surveillance and abatement services, including the cities of Auburn and Colfax, as well as the communities in the high country all the way to the shores of Lake Tahoe.

In 2006, in response to growing community concern regarding level of vector control services, combined with the District staff’s professional concern over vector-borne public health issues in Placer County, the District began exploring ways to improve and expand its vector control services. The proposed improvements and expansion would require additional funding, and would include mosquito and vector control services, surveillance, disease prevention, abatement, and control of vectors within the service area. The improvements and expanded services would focus on vector control and disease prevention projects and programs such as source reduction, biological control, disease monitoring, public education, reporting, accountability, research and interagency cooperative activities.

In 2007, the District initiated a ballot proceeding to fund a permanent facility and expanded services which resulted in 67% residents of Placer County supporting the increased assessment.

In 2009, the District opened its current headquarters in Roseville, and substation in the Tahoe area. In the following years, the District has established itself as a full-service, mosquito and vector control district providing an integrated vector management program to protect public health in Placer County.

BACKGROUND

Over the past 19 years, the District has grown from a small, mosquito abatement district operating out of a temporary building in Lincoln, to a comprehensive, county-wide mosquito and vector control district with contemporary facilities in Roseville. Given the size and complexity of the Placer County, foreseeable growth and development, and continued concerns about vector-borne diseases, the Board of Trustees agreed it was an appropriate time to develop a Strategic Plan to guide the District forward. The District developed that plan in 2011, and updated the plan in 2012. In the spring of 2015, the Board of Trustees and key staff began a new strategic planning process, which included two workshops, the first was held on April 13, 2015, and the second on June 6, 2015. This report reflects the items and discussion that came from those two sessions, as subsequent input provided by staff as directed by the Board of Trustees.

STRATEGIC PLANNING

The need for organizations to plan for their future has never been in doubt. Planning is in fact becoming more inevitable considering the unpredictable and dynamic environment in which organizations exist today. Strategic planning is now embraced by virtually every type of organization as a means of providing a road map for setting targets and achieving them in the future. The idea of strategic planning is even more important to special districts due to the many challenges facing them, particularly the increased demand put on district resources and the need to serve their constituents in an efficient and transparent manner.

Strategic planning, as a concept, can be seen in a variety of ways. One way is as a method through which an organization charts its future course, based on an assessment of its current circumstances. This is a process of asking and answering questions about the organization and formalizing the answers such that they can be used as guiding principles for implementing future results. Strategic planning can also be described as a way to ensure the best possible use of resources to achieve the greatest returns. In this way strategic planning can also serve as an approach to anticipatory planning in order to reduce or overcome uncertainties in the decision-making process by prioritizing activities to produce the most positive outcomes or results. In either case, strategic planning supports the process of developing and implementing plans to reach goals and objectives and helps keep all parts of the agency on track and working together.

Strategic Planning has three main components: **plan development, plan execution, and plan review.**

Many of the steps within these components are similar in that all three require a team concept that is based on: ensuring the player's roles are defined, educating team members about the process, and using quality communication when interacting.

COMPONENT 1: PLAN DEVELOPMENT

The 2015 Placer Mosquito and Vector Control District Strategic Plan development process consisted of three basic activities:

A. **STRATEGIC ANALYSIS** (What is our environment?)

This is a determination of the current strategic position both inside and outside the District. In answering this question, the group looked at internal environment of the District, its external environment, and the threats and opportunities that these pose. Furthermore, the group attempted to measure the gap between its priority areas and goals and its capacity to address priority areas and attain those goals.

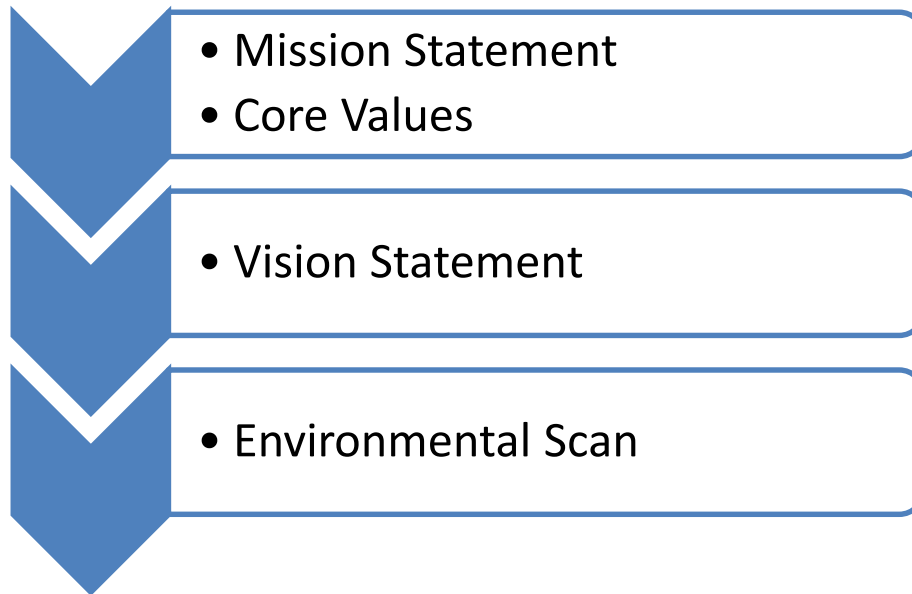
B. **STRATEGIC PRIORITIES** (Where are we going?)

This activity involved the generation and selection of possible future directions and priority areas, goals, and objectives. Without a clear sense of direction, including a mission statement, clarity about the scope of operations, and a set of specific goals and objectives, any organization is set to go adrift.

C. **IMPLEMENTATION** (How do we get there?)

This is about putting the choices into action. (Implementation, Monitoring, Evaluation). Based on District objectives identified in the previous step, District management and senior staff will develop specific departmental procedures, plans, and work lists that will include specific activities that all staff will be implementing to achieve District goals.

A. STRATEGIC ANALYSIS



During the strategic analysis, the planning group:

- Reviewed and revised the District's Mission Statement
- Reviewed and revised the District's Core Values
- Reviewed and revised the District's Vision Statement
- Conducted a SWOT analysis

Mission Statement

The District's 2011 Mission Statement was "To effectively and efficiently manage the risks from vectors and vector-borne disease in order to protect public health and quality of life in Placer County." Although this mission was fairly comprehensive, the group agreed that improving instead of maintaining quality of life should be a new mission going into the future. The new Mission Statement reflects the higher emphasis on improving from a baseline.

"To effectively and efficiently manage the risks from vectors and vector-borne disease in order to protect public health and improve quality of life in Placer County"

Core Values

Core Values are defined as inviolable commitments that express “who we are as a district” and what principles or qualities should infuse all practices and activities within the District. The group identified the following as core values:

- Fiscal Responsibility
- Accountability
- Professionalism
- Transparency
- Innovation, Creativity
- Collaboration
- Science-based decision making
- Efficiency
- Effective Communication

Vision Statement

The previous Vision Statement, “To maintain a science-based integrated vector management program that can respond to related public health issues or events” was also reviewed and revised. Following along the same theme of measurable improvement instead of maintaining the status quo, and considering the vast improvements the District has been able to achieve since the last strategic plan, the group revised the Vision Statement to read:

“Provide the best public health protection from vector-borne disease through innovation, collaboration and science-based Integrated Vector Management (IVM) to make Placer County a safe place to live, work and play.”

Environmental Scan/SWOT Analysis

The group conducted a SWOT Analysis and identified some areas that needed to be addressed as priorities based on existing and future threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Quality and innovative employees (experience, trained, diverse backgrounds) • Involved statewide in mosquito control (MVCAC) • Good interdepartmental collaboration Leadership • Good board relations (internal) • Good customer response time • Good time management • Agile and productive • Forward thinkers • Good team work • Secure funding • Good facilities • Science-based • Creativity 	<ul style="list-style-type: none"> • Sometimes lack of consistency, organizational stability • Difficulty in effective communication of complex subject matter to public • Lack of effective Pesticide Resistance education/ understanding among public • Little expected growth among tax base • After hours service response • Pesticide efficacy evaluation difficult and resource intensive • Internal communication could be better • Limited physical space for future growth • Resource limitations • Geography
Opportunities	Threats
<ul style="list-style-type: none"> • STEM education • Mapping and database systems • UAVs & emerging technologies • New mosquito control products • Collaboration with other districts • Collaboration similar to NPDES Coalition • New managers in MVCAC trying new things • Technology to support database and data analysis • Climate of community collaboration in Placer County • Philanthropy around science-based public health programs • Opportunities to be involved with land use planning process • Confluence of Drought/Climate Change/Environmental Issues 	<ul style="list-style-type: none"> • Perceived vector problems (non-mosquito) by public • Land-use planning – increased urban/rural interface • Potential for knee-jerk responses to problems • Lack of scientific understanding among some groups • Retirement of baby-boomers • Matching service to growth • Limited product availability • Regulatory pressures • Pesticide resistance • Invasive species • Climate Change • Sustainability • Drought

B. STRATEGIC PRIORITIES

This activity involved the generation and selection of possible future directions and priority areas, goals, and objectives.

The group identified the following priority areas:

Priority Areas

1. Invasive Species
2. Pesticide Resistance
3. Professional Development Among Staff
4. Use of Technology to Maximize Resources
5. Regulatory Readiness
6. Operational Review
7. Land-use Change Awareness

Over the course of the two planning sessions and additional input from staff, the following goals and objectives were identified for each respective priority area:

1. PRIORITY AREA: Invasive Mosquitoes

GOAL 1.1

Understand the potential public health impact of invasive mosquito (*Aedes aegypti*, *Aedes albopictus*, or other species) introduction into Placer County

STRATEGY

Understand, engage with and support research efforts leading to greater understanding of the factors affecting invasive species ecology, biology, control and impact on public health

OBJECTIVES

- 1.1.1. Conduct annual planning session to consider opportunities for the District to support invasive mosquito research financially and/or through staff involvement.
- 1.1.2. Conduct annual planning session to consider opportunities for the District to undertake projects independently or in collaboration with partner agencies to better understand the risk from invasive mosquitoes.
- 1.1.3. By April 1, 2016, develop a plan to collect and evaluate best practices from other agencies currently dealing with invasive species, in California and elsewhere.
- 1.1.4. By April 1, 2016, develop a plan to engage with partner agencies to seek an understanding of how drought-driven water management practices affect risk of invasive mosquitoes.

GOAL 1.2

Detect and respond to the threat of invasive mosquitoes in Placer County

STRATEGY

Work proactively with Placer County and other partner agencies to plan, test and implement response strategies

OBJECTIVES

- 1.2.1. By June 30, 2016, develop surveillance, control/eradication, public outreach, and agency collaboration plans to be implemented as preventive/preparatory measures in the absence of invasive mosquito detection in Placer County.
- 1.2.2. By December 31, 2015, provide a report to the board identifying District resources, available to respond invasive mosquito detection and response threats. This report should include options to reallocate district resources should the invasive threat exceed emergency resources.
- 1.2.3. By December 31, 2016, develop surveillance, control/eradication, public outreach, and agency collaboration plans to be implemented immediately after invasive mosquito detection in Placer County.
- 1.2.4. By December 31, 2016, develop surveillance, control/eradication, public outreach, and agency collaboration plans to be implemented as strategic, long-term measures after invasive mosquito detection in Placer County.

2. PRIORITY AREA: Pesticide Resistance

GOAL 2.1

Understand the potential impact and causes of pesticide resistant populations of mosquitoes in Placer County

STRATEGY

Support and participate in local, regional, and state-wide efforts to detect and monitor pesticide resistant populations of mosquitoes

OBJECTIVES

- 2.1.1. By June 30, 2016, participate in a discussion with CDPH and MVCAC to standardize resistance monitoring throughout the state, and provide continued support for such efforts.
- 2.1.2. By December 31, 2016, develop a process to provide local District data to support state-wide understanding of resistance patterns and prevalence.
- 2.1.3. By December 31, 2017, develop, implement, and evaluate an in-house resistance testing program.

GOAL 2.2

Ensure that available public health pesticides are used in a way that limits their contribution to pesticide resistance, and develop a comprehensive resistance management program that addresses each potential driver of resistance in mosquitoes

STRATEGY:

Use Integrated Vector Management (IVM) methodology to make treatment decisions including looking for opportunities to effectively manage mosquitoes by source reduction and larvicide so that adulticides would be available and effective when necessary to control infected adult mosquitoes

OBJECTIVES:

- 2.2.1. By October 31, 2016, convene a regional rice and mosquitoes round table to discuss issues surrounding vector control and rice agriculture in the south Sacramento valley.

- 2.2.2. By October 31, 2016, develop and implement a plan to engage with rice growers and other stakeholders to increase capacity to reduce mosquito abundance and WNV incidence in rice-growing areas of Placer county and adjacent areas of neighboring counties.
- 2.2.3. By December 31, 2016, develop an efficacy testing program document that verifies the on-going efficacy of public health pesticide applications performed by the District, and helps to improve efficacy and efficiency of treatments.
- 2.2.4. By December 31, 2016, develop and implement a plan to increase awareness of the role of urban, non-mosquito related pesticide use in the development of mosquito pesticide resistance.

3. PRIORITY AREA: Professional Development

GOAL 3.1:

To have employees who are well-trained for their jobs and encourage retention

STRATEGY:

Encourage a District workplace culture that values personal and professional development among staff

OBJECTIVES:

- 3.1.1. By October 31, 2015, facilitate a staff meeting to brainstorm ideas for what a professional development program would look like for the District.
- 3.1.2. By December 31, 2015 create a professional development program based on needs and interests of employees and management and set a program implementation date.

4. PRIORITY AREA: Use of Technology to Maximize Resources

GOAL 4.1:

Actively pursue opportunities for application of technology to maximize resources, while enhancing workflow, employee productivity, and cost effectiveness

STRATEGY:

Use available data management systems to collect and analyze data to improve efficiently and efficacy of District, surveillance, inspection, and control processes

OBJECTIVES:

- 4.1.1. By April 1, 2017, establish and maintain a process to develop strategic reports that allow organizational planning to be based on data.
- 4.1.2. By April 1, 2017, develop and maintain a process for operational reporting that provides feedback to field staff and provides efficiency tools for Senior Staff to help optimize field work.

5. PRIORITY AREA: Regulatory Readiness

GOAL 5.1:

Be proactive in identifying and shaping regulatory and legislative issues that may impact the ability of the District to achieve its mission

STRATEGY:

Work closely with MVCAC and AMCA to understand and actively participate in efforts to manage regulatory and legislative challenges

OBJECTIVES:

- 5.1.1. Maintain District membership and participation in MVCAC and AMCA legislative and regulatory discussions and activities.

GOAL 5.2:

Ensure compliance with new regulations in a timely and efficient manner

STRATEGY:

Establish a process with MVCAC, AMCA, VCJPA, CSDA, District Counsel, OSHA, Cal PERS, and other appropriate agencies to receive and review regulatory updates and share compliance and implementation best practices

OBJECTIVES:

- 5.2.1. By June 30, 2018, develop a process to receive, review, and implement new regulations.

6. PRIORITY AREA: Operational Review

GOAL 6.1:

Develop metrics and methodologies to track efficacy and efficiency in all District functional areas

STRATEGY

Perform an initial review of each District functional area

OBJECTIVES:

- 6.1.1. By April 1, 2016, define functional areas and implement annual review process.
- 6.1.2. By December 31, 2016, identify and/or develop metrics that are appropriate for each functional area.

7. PRIORITY AREA: Land Use Change Awareness

GOAL 7.1:

Be proactive in identifying and shaping changes in land use and land use policy that may impact the distribution of vectors and resources within the district

STRATEGY

Actively engage with local planning departments, and be involved in developing general plans or any discussion involving changes in land use, including providing comments on proposals for development

OBJECTIVES:

- 7.1.1. By June 30, 2018, develop and implement an engagement plan with local jurisdictions and land use agencies in order to participate and provide input on general plans and specific community plans.

GOAL 7.2:

Adapt and respond to changes in land use that may affect vector distribution in a timely and efficient manner

STRATEGY

Establish a process with local agencies to receive and review updates to land use and conduct the appropriate operational planning sessions to respond to land use trends

OBJECTIVES:

- 7.2.1. By June 30, 2018, develop and implement an annual process to review and respond to changes in land use, which can include but not be limited to, pre-season planning session with senior staff and strategic planning sessions with field staff.

C. IMPLEMENTATION

Plan implementation is a primarily a staff-driven activity. This is about using goals and objectives as the blueprint for District activities and procedures. (Implementation, Monitoring, Evaluation). District management and senior staff will develop specific departmental procedures, plans, and work lists that will include specific activities implemented by staff in the field to achieve District goals.



Image courtesy of www.interaction-design.org

COMPONENT 2: PLAN EXECUTION

Plan execution is the second phase of strategic planning. In this step, District staff puts its plan into action through the allocation of resources. This step has three components:

1. Programs:
District programs serve as blueprints for converting objectives into realities.
2. Procedures:
Procedures and activities are the specific sequence of tasks required to complete the programs.
3. Budgets:
The District should consider the strategic plan during the budget planning process and vice versa. Since the District budget is finite, careful consideration of expenditures as it relates to goals and objectives should be given priority during the budget planning process.

A focus on teamwork, roles, communication, and education are important, and apply to the plan execution phase. Periodic meetings to review progress on short-term goals and plans will be conducted. Lastly, flexibility is crucial to the plan execution phase since all plans will have weaknesses, and activities can be changed, so long as they still lead to attainment of goals and objectives.



COMPONENT 3: PLAN REVIEW

Plan review is constantly required to improve the plan and ensure its execution. Part of the plan review occurs naturally when there's change in District management or staffing or changes in the law. In addition, plan review needs to be scheduled to ensure the plan is meeting the District's goals. This can be achieved through a variety of tools such as surveys, management review conferences, or discussions at meetings. Industry experts suggest that agencies and their governing entities should review their strategic plans annually, and completely overhaul their strategic plans every three to five years.



APPENDIX A: GOALS and OBJECTIVES

GOALS AND OBJECTIVES		WHO	PRODUCT	DEADLINES	STATUS
1. PRIORITY AREA: Invasive Mosquitoes					
Goal 1.1	Understand the potential public health impact of invasive mosquito (<i>Aedes aegypti</i> , <i>Aedes albopictus</i> , or other species) introduction into Placer County				
1.1.1	Conduct annual planning session to consider opportunities for the District to support invasive mosquito research financially and/or through staff involvement	General Manager, Senior Staff	Proposal to support project	Annual or as need arises	
1.1.2	Conduct annual planning session to consider opportunities for the District to undertake projects independently or in collaboration with partner agencies to better understand the risk from invasive mosquitoes	General Manager, Senior Staff	Project proposal	Annual or as need arises	
1.1.3	By April 1, 2016, develop a plan to collect and evaluate best practices from other agencies currently dealing with invasive species, in California and elsewhere.	Lab Director, Public Affairs Manager	Report	4/1/2016	
1.1.4	By April 1, 2016, develop a plan to engage with partner agencies to seek an understanding of how drought-driven water management practices affect risk of invasive mosquitoes	Operations Manager, Public Affairs Manager	Report	4/1/2016	
Goal 1.2	Detect and respond to the threat of invasive mosquitoes in Placer County				

GOALS AND OBJECTIVES		WHO	PRODUCT	DEADLINES	STATUS
1.2.1	By June 30, 2016, develop surveillance, control/eradication, public outreach, and agency collaboration plans to be implemented as preventive/preparatory measures in the absence of invasive mosquito detection in Placer County	General Manager, Senior Staff	Plan Document	6/30/2016	
1.2.2	By December 31, 2015, provide a report to the board identifying District resources, available to respond invasive mosquito detection and response threats. This report should include options to reallocate district resources should the invasive threat exceed emergency resources	General Manager, Lab Director, Operations Manager	Report	12/31/2015	
1.2.3	By December 31, 2016, develop surveillance, control/eradication, public outreach, and agency collaboration plans to be implemented immediately after invasive mosquito detection in Placer County	Senior Staff	Plan Document	12/31/2016	
1.2.4	By December 31, 2016, develop surveillance, control/eradication, public outreach, and agency collaboration plans to be implemented as strategic, long-term measures after invasive mosquito detection in Placer County	Senior Staff	Plan Document	12/31/2016	
2. PRIORITY AREA: Pesticide Resistance					
Goal 2.1	Understand the potential impact and causes of pesticide resistant populations of mosquitoes in Placer County				
2.1.1	By June 30, 2016, participate in a discussion with CDPH and MVCAC to standardize resistance monitoring throughout the state, and provide continued support for such efforts	Lab Director, General Manager	Process, periodic reports to board	6/30/2016	
2.1.2	By December 31, 2016, develop a process to provide local District data to support state-wide understanding of resistance patterns and prevalence	General Manager, Information Technology/	Process	12/31/2016	

GOALS AND OBJECTIVES		WHO	PRODUCT	DEADLINES	STATUS
		Database (IT/DB) contractors			
2.1.3	By December 31, 2017, develop, implement, and evaluate an in-house resistance testing program	Lab Director	Document	12/31/2017	
Goal 2.2	Ensure that available public health pesticides are used in a way that limits their contribution to pesticide resistance, and develop a comprehensive resistance management program that addresses each potential driver of resistance in mosquitoes				
2.2.1	By October 31, 2016, convene a regional rice and mosquitoes round table to discuss issues surrounding vector control and rice agriculture in the south Sacramento valley	General Manager	Meeting	10/31/2016	
2.2.2	By October 31, 2016, develop and implement a plan to engage with rice growers and other stakeholders to increase capacity to reduce mosquito abundance and WNV incidence in rice-growing areas of Placer county and adjacent areas of neighboring counties	General Manager, Field Operations Manager	Program Document	10/31/2016	
2.2.3	By December 31, 2016, develop an efficacy testing program document that verifies the on-going efficacy of public health pesticide applications performed by the District, and helps to improve efficacy and efficiency of treatments	Lab Director, General Manager	Program Document	12/31/2016	
2.2.4	By December 31, 2016, develop and implement a plan to increase awareness of the role of urban, non-mosquito related pesticide use in the development of mosquito pesticide resistance	Public Affairs Manager, General Manager	Program Document	12/31/2016	
3. PRIORITY AREA: Professional Development					

GOALS AND OBJECTIVES		WHO	PRODUCT	DEADLINES	STATUS
Goal 3.1	To have employees who are well-trained for their jobs and encourage retention				
3.1.1	By October 31, 2015, facilitate a staff meeting to brainstorm ideas for what a professional development program would look like for the District	General Manager	Meeting	10/31/2015	
3.1.2	By December 31, 2015 create a professional development program based on needs and interests of employees and management and set program implementation date	General Manager	Program Document	12/31/2015	
4. PRIORITY AREA: Use of Technology to Maximize Resources					
Goal 4.1	Actively pursue opportunities for application of technology to maximize resources, while enhancing workflow, employee productivity, and cost effectiveness				
4.1.1	By April 1, 2017, establish and maintain a process to develop strategic reports that allow organizational planning to be based on data	Senior Staff, General Manager, IT/DB contractors	Process, Policies	4/1/2017	
4.1.2	By April 1, 2017, develop and maintain a process for operational reporting that provides feedback to field staff and provides efficiency tools for Senior Staff to help optimize field work	Senior Staff, General Manager, IT/DB contractors	Process, Policies	4/1/2017	
5. PRIORITY AREA: Regulatory Readiness					
Goal 5.1	Be proactive in identifying and shaping regulatory and legislative issues that may impact the ability of the District to achieve its mission				
5.1.1	Maintain District membership and participation in MVCAC and AMCA legislative and regulatory discussions and activities	General Manager	Meetings, periodic reports to board	On-going	

GOALS AND OBJECTIVES		WHO	PRODUCT	DEADLINES	STATUS
Goal 5.2	Ensure compliance with new regulations in a timely and efficient manner				
5.2.1	By June 30, 2018, develop a process to receive, review, and implement new regulations	General Manager, Admin. Office Manager	Process	6/30/2018	
6. PRIORITY AREA: Operational Review					
Goal 6.1	Develop metrics and methodologies to track efficacy and efficiency in all District functional areas				
6.1.1	By April 1, 2016, define functional areas and implement annual review process	General Manager, Senior Staff	Process, Program Document, Policies	4/1/2016	
6.1.2	By December 31, 2016, identify and/or develop metrics that are appropriate for each functional area	General Manager, Senior Staff	Process, Program Document	12/31/2016	
7. PRIORITY AREA: Land Use Change Awareness					
Goal 7.1	Be proactive in identifying and shaping changes in land use and land use policy that may impact the distribution of vectors and resources within the district				
7.1.1	By June 30, 2018, develop and implement an engagement plan with local jurisdictions and land use agencies in order to participate and provide input on general plans and specific community plans	General Manager, Senior Staff	Process, Program Document, Policies	6/30/2018	
Goal 7.2	Adapt and respond to changes in land use that may affect vector distribution in a timely and efficient manner				

GOALS AND OBJECTIVES		WHO	PRODUCT	DEADLINES	STATUS
7.2.1	By June 30, 2018, develop and implement an annual process to review and respond to changes in land use, which can include but not be limited to, pre-season planning session with senior staff and strategic planning sessions with field staff	General Manager, Senior Staff	Process, Program Document, Policies	6/30/2018	